October 22, 2013

Dear San Diego County Residents:

As Chairman of the San Diego County Board of Supervisors, I am pleased to present the third annual report on Live Well San Diego, the County of San Diego’s regional wellness initiative. This presents an overview of the many accomplishments that the County and our regional partners have achieved together to advance wellness and improve quality of life throughout the region.

The third year of Live Well San Diego saw several significant achievements. San Diego became the first region in the nation to adopt a comprehensive safety strategy known as Living Safely. We focused on promoting safe and healthy neighborhoods and helping the public prepare for natural disasters and emergencies. As part of the Living Safely strategy, law enforcement agencies have been employing new technology and working together to more effectively prevent crime and protect residents from domestic abuse. Accomplishments of the Living Safely strategy are included in this report along with the achievements of the Building Better Health strategy.

This past year, we also celebrated the formal recognition of eleven organizations as Live Well San Diego partners. These organizations include cities, businesses, schools and faith-based organizations which collectively can impact more than 500,000 of the region’s 3 million residents.

Finally, we identified the Live Well San Diego “Top Ten Indicators” to empower communities and policymakers to learn more about our progress as a region. This dashboard of information shares the progress we’re making to improve health, safety, and economic vitality.

Live Well San Diego is about everyone working together and taking action to ensure a brighter future for individuals and families in our region. It remains the County’s goal that every individual, family and organization get involved, and we’ve made that easier with a new Live Well San Diego website at LiveWellSD.org. I invite you to visit the site to discover what you can do to help yourself and others live long and healthy lives. Working together with Live Well San Diego as our guide, we can achieve a healthy, safe and thriving San Diego region.

Sincerely,

GREG COX
CHAIRMAN
San Diego County Board of Supervisors
October 22, 2013

Dear Residents of San Diego County,

In July 2010, we launched Live Well San Diego, a 10-year strategy to achieve the vision of a County that is healthy, safe and thriving. An effort of this scale and scope is out of the ordinary for county government—a comprehensive initiative in which all County departments work together in alignment with the larger community to leverage resources, innovation and expertise to achieve collective impact around wellness.

Over the past three years, County staff has been working tirelessly to achieve the vision of Live Well San Diego. This public-private partnership has encouraged us to re-think our approach to our daily work, and redefined the role the County plays as a steward of health, safety and well-being. Together we pursued this enterprise initiative with the discipline of operational excellence for which the County of San Diego is well known. We utilized our General Management System to strategically set goals related to wellness and determined the best paths to achieve these goals within our operations and programs. I call it, “Leading Well to Live Well.”

One of the most inspiring developments over the past year has been watching employees step up to the plate to model safe and healthy behaviors for their customers at work, as well as to encourage and inspire their family, friends and neighbors at home.

Looking ahead, I am pleased to announce that we will be rolling out a shared measurement system—the Live Well San Diego “Top 10 Indicators.” These Top 10 Indicators build upon our practice of measuring performance by tracking the progress of the larger community’s collective efforts in five areas of influence. To achieve our vision, it will take collaboration from all sectors—local governments, businesses, non-profit and faith-based organizations, and schools—to give our residents the highest quality of living in the nation. The new Live Well San Diego website will help County government enlist the community in this major change effort.

Due to your dedication and commitment, the accomplishments over the last three years of implementing Live Well San Diego have surpassed my expectations. I look forward to our continued progress in the years ahead.

Sincerely,

HELEN N. ROBBINS-MEYER
Chief Administrative Officer
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Executive Summary

In July 2010, the County of San Diego Board of Supervisors launched *Live Well San Diego*, a 10-year strategy to achieve the vision for healthy, safe and thriving communities throughout San Diego County. This Third Annual *Live Well San Diego* report captures progress achieved over this past year in this collaborative change effort involving the County of San Diego and key sectors—schools, military and veterans organizations, community- and faith-based organizations, all levels of government and businesses, including healthcare and technology.

Most importantly, *Live Well San Diego* seeks to engage county residents to implement its three components—*Building Better Health*, *Living Safely* and *Thriving*. *Building Better Health* was launched in July 2010, the *Living Safely* component was launched in October 2012, and the *Thriving* component, currently under development, will be introduced in 2014. As Figure 1 on page 10 indicates, one vision guides three components that are framed by four strategies. Results are captured in five areas of influence and measured by changes within the *Live Well San Diego* Top 10 Indicators. This model offers a framework for all sectors, jurisdictions and residents to attain the vision of healthy, safe and thriving communities.
This report is organized into four sections:

• **Section One: Activating Individuals, Families, Communities and Organizations to Live Well**—Describes a rich array of activities, initiatives and programs by and for individuals, families, communities and organizations that support the Live Well vision

• **Section Two: Enlisting Partners to Share and Leverage Best Practices**—Features 11 partner organizations that have been recognized for adopting Live Well San Diego principles and describes the best practices and resources they have developed

• **Section Three: Leading Well to Live Well**—Describes how this initiative requires a transformation in how San Diego County government operates and the relationship it has with business and community partners, with a continuous focus on quality and results

• **Section Four: Results and Next Steps**—Introduces the Live Well San Diego Top 10 Indicators that will help monitor the progress of this initiative, with a few examples illustrating how key activities will impact the Indicators and promote a Live Well community

This fall, the County has also launched the public Live Well San Diego website: [LiveWellSD.org](http://LiveWellSD.org). This website includes information and tools about how individuals, families and organizations can live well. It also provides resources for organizations to become recognized Live Well San Diego partners, including best practice examples and stories shared in much more detail than in this report. In addition, more information is available about the Indicators, including data for local regions and communities. LiveWellSD.org empowers residents and policymakers with the knowledge, resources and shared insights to inform action within their own homes, schools, workplaces and neighborhoods.

**Visit LiveWellSD.org today to learn more.**
Living Safely, launched October 2012, focuses on three key outcomes:
1. Residents are protected from crime and abuse
2. Neighborhoods are safe to work, live and play
3. Communities are resilient to disasters and emergencies

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3. Communities are resilient to disasters and emergencies

Figure 1

1. VISION
   of a Healthy, Safe and Thriving San Diego County

3. COMPONENTS
   to be rolled out over the long-term initiative

4. STRATEGIES
   that encompass a comprehensive approach

5. AREAS OF INFLUENCE
   that capture overall well-being

TOP 10 LIVE WELL SAN DIEGO INDICATORS

- Life Expectancy
- Education
- Unemployment Rate
- Income
- Security Physical Environment
- Built Environment
- Vulnerable Populations
- Community Involvement

that measure progress in achieving the vision for healthy, safe and thriving communities

Figure 1
Introduction

When the San Diego County Board of Supervisors adopted the Live Well San Diego initiative in July 2010, the foundation was laid for a ten-year, county-wide transformation supporting a vision of a healthy, safe and thriving San Diego County.

Why was the Live Well San Diego initiative needed? While San Diego County has many assets—a great climate, a diverse economy, and world renowned educational and research institutions—the region also faces significant challenges. A surge in chronic disease, rising health care costs and increased demands on healthcare delivery systems, coupled with a volatile economic climate, prompted the County of San Diego to take action through the Building Better Health agenda. Past wildfire disasters, Public Safety Realignment in which the County has taken on additional responsibilities, and increased demands from the public for proactive crime and abuse prevention prompted a more comprehensive approach to safety. In response, the County created the Living Safely agenda. Live Well San Diego reflects the importance of engaging residents in taking action to improve the health, safety and well-being of themselves, their families and their communities. Looking towards the future, the Live Well San Diego initiative continues to build on these platforms of health and safety to address overall quality of life for all residents to truly thrive.

Achieving the vision of health, safety and well-being for all residents has required that the County go beyond what many would consider the typical scope of government. The County is re-thinking its approach to day-to-day work; redefining the role that the entire County enterprise plays as a steward of health, safety and well-being; and measuring how these new approaches and roles have been successful.

Live Well San Diego encompasses community engagement on all levels. It starts with individuals and families who are leading efforts to be healthy and safe and grows through County support of community action by convening community groups, programming activities, and leveraging funds. Collaborations with public service organizations and businesses give residents easier access to the services they need, and community partners help to expand Live Well San Diego’s impact throughout the county.

Live Well San Diego, now in its third year, is maturing to reflect greater integration of strategies to build better health and live safely. This report describes activities and accomplishments since July 2012. The County has worked over the past year to strengthen existing partnerships and foster new connections with key regional stakeholders. Many of these community- and faith-based organizations, school districts, military and veterans organizations, cities and businesses are profiled in the report as examples of how communities and partners have stepped up to support the Live Well San Diego vision. Major policy changes, such as Public Safely Realignment and health care reform, are being implemented through these collaborations, emphasizing the County’s innovative approach to health and safety.

First measurements of progress indicate that this community-centered approach is having a positive impact on the region. The Live Well San Diego Top Ten Indicators have been identified to help to chart this progress. Building upon early successes, Live Well San Diego will enhance the health, safety and well-being of residents and the communities in which they live.
Section One
Activating Individuals, Families, Communities and Organizations to Live Well

Inspiring Individuals and Families

A big part of Live Well San Diego is inspiring residents to take positive actions for their own health and well-being. The County helps to provide individuals and families with the information, tools and support they need to lead healthy and safe lives and to make the best choices for their well-being. The collective impact of individuals and families making positive choices reaches throughout neighborhoods, communities and the county as a whole.

As the fifth most populated county in the United States, San Diego County has more than 3.2 million residents living in urban, suburban, rural and remote settings covering an area of over 4,200 square miles. The county is demographically and geographically diverse. People of all ages, cultures, and backgrounds are getting involved. Here are just a few major examples of how individuals and families are deciding to live well:

CHILDREN/INTERGENERATIONAL

**Exceptional Families for Exceptional Children** is a targeted effort to recruit families for children in foster care awaiting adoption. This campaign focuses on recruiting new adoptive parents by reaching out to groups and organizations for less traditional adoptive families, including singles and “empty nesters,” in an effort to find children permanent, loving homes. Nearly 400 foster children are placed in permanent, adoptive homes each year in the county, many who have faced special challenges finding homes because of behavioral, psychological or medical disabilities.

**Five and Fit Intergenerational Program** is an intergenerational approach to address early childhood obesity prevention based on a model developed by Temple University and adopted by the Health and Human Services Agency (HHSA). By bringing together older residents to provide technical assistance, Early Childhood Education staff, parents and preschool aged children (2-5 years old) learn effective strategies for healthy eating and physical activity and parenting approaches to prevent and address childhood obesity. In August 2012, this program was piloted at the Cuyamaca Child Development Center at Grossmont-Cuyamaca College, with a second site beginning at Vista Square Elementary School in the Chula Vista Elementary School District, funded by First 5 San Diego. This intergenerational program keeps older adults engaged in serving their communities. It also educates children and their families about good nutrition and ways in which families and preschool staff can support children in making good choices about healthy foods.
Shop with a Cop is designed to benefit underprivileged children between the ages of 5 and 12. Participating children are chosen from local schools, churches and social service agencies. The purpose of this event is to provide a joyful holiday season to at-risk and needy children. Shop with a Cop is fully funded by grants and donations that help give children an opportunity to interact with law enforcement officers in a positive setting while building trust and promoting a positive image of law enforcement personnel. This past year, the event had close to 325 children interacting with 50 Probation officers and 30 Sheriff’s deputies. The event started with a breakfast at Sea World and included the distribution of a $100 dollar gift-card for each child to buy holiday gifts.

YOUTH

Start SMART, launched by the California Highway Patrol in 2005, and adopted by the Sheriff’s Department in 2010, is an opportunity for young drivers and their parents or guardians to understand responsibilities for when a teen starts to drive. The class taught by trained Sheriff personnel creates awareness of possible consequences, both financial and physical, of distracted or impaired driving and provides applicable information about collision prevention. Following the two-hour class, each teen is presented a certificate of completion along with a custom-designed key-chain bearing the theme of the Teen Safe Driving Program, which serves as a reminder each time he or she starts the car. Some schools require attendance at Start SMART before students are issued a parking permit for school lots. This is a concerted effort intended to reduce the risks associated with teen driving.

The Building Better Futures for Youth in North County event, held on October 26, 2012, drew 100 participants who explored the latest information on gang suppression, intervention and prevention efforts in North County. Kicked off by County Supervisor Bill Horn, this community event was hosted by the North County Gang Commission and HHSF, with additional support from the San Diego County Office of Education, County of San Diego Probation Department and San Diego County Sheriff’s Department. Experts discussed how adverse or traumatic childhood events, such as exposure to gang violence, negatively impact a child’s mental and physical health and thereby his or her long-term trajectory for success. The event concluded with breakout sessions led by local law enforcement officials from Carlsbad, Escondido, Fallbrook, Oceanside, San Marcos, and Vista offering the latest on gang activities and discussions on how to better partner with law enforcement.

ADULTS

Prescription Drug Take Back Day and Drop Boxes were initiated by former Supervisor Pam Slater-Price in collaboration with Sheriff Bill Gore, District Attorney Bonnie Dumanis, HHSA, the Drug Enforcement Administration and community partners with the goal of reducing prescription drug abuse by collecting unused medication and disposing of it properly. The Prescription Drug Abuse Task Force was instrumental in establishing some of the first Prescription Drug Take Back Days with locations throughout the region and instituting a county ordinance to install drop-off boxes at every Sheriff’s Station and the County Administration Center. Prescription Drug Take Back Days are held biannually at dozens of locations around the county for residents to safely and anonymously drop off unused prescription drugs. Nearly 10,000 pounds of unused medication were dropped off at 39 designated sites throughout the county in 2013. Additional drop boxes have been installed in several municipal police departments around the region as a result of the County’s leadership in this area.
ADULTS (continued...)

**Trauma Intervention Program (TIP)** has specially trained citizens who volunteer to provide immediate emotional and practical support to victims and their families in the first few hours following a tragedy. With public safety personnel responding to emergencies, TIP volunteers assist and support needs of individuals affected by the challenges that follow the aftermath of a traumatic event and allow first responders to more narrowly focus their resources and expertise. TIP is called by emergency services personnel to help with food, shelter and transportation; serve as a liaison with hospitals; and perform other important duties until family or friends can be located to assist victims.

**Operation Tip the Scale** was developed by the Methamphetamine Strike Force in collaboration with the Sheriff’s Department, Probation, HHSA, community agencies and municipal law enforcement as an innovative program used to monitor compliance to curb drug abuse by encouraging and supporting drug treatment. This operation checks on offenders and steers those who are struggling with alcohol and substance abuse toward rehabilitative programs by providing brief conversations with drug treatment professionals and law enforcement. Those in compliance are awarded with gift cards. Operation Tip the Scale benefits communities and families victimized by drug abuse. The strategy is part of a balanced approach to hold offenders accountable while providing support and encouraging substance abusers to seek treatment. Since 2009, Operation Tip the Scale has led to more than 17,000 law enforcement contacts, 425 arrests, 208 drug treatment referrals, and the distribution of 636 drug treatment information packets.

**San Diego Crime Stoppers** has worked closely with law enforcement for the past 29 years to enhance public safety for all residents. Using an anonymous reporting system through phone, text and email, Crime Stoppers has helped law enforcement in the San Diego region solve 4,643 crimes since its inception—including 306 from January 2013 through July 2013. In addition, since 1999, Crime Stoppers has operated an anonymous tip program on high school campuses resulting in 350 cases solved. The organization’s close relationship with the San Diego Sheriff’s Department has provided valuable tools in harnessing public trust and aiding law enforcement in its mission to protect the public.

**Bikes Count** is a regional bicycle counting program supported by the Active Transportation Research (ATR) program at San Diego State University and San Diego Association of Governments (SANDAG), in collaboration with HHSA. This program installed bicycle counting equipment along streets and bike routes to record the number of passing cyclists and pedestrians in certain locations. The results from this endeavor will determine what bicycle-related enhancements will be needed in the future throughout San Diego County.

**Stand Down**, an annual three-day event, was hosted most recently in July 2013 by the Veterans Village of San Diego. Hundreds of homeless veterans and their families received a safe place to shower, food, shelter, clothing and medical, dental and counseling services. Through the Homeless Court program, cases of 165 homeless veterans were heard and cases for misdemeanor crimes and infractions were dismissed and fines eliminated if veterans agreed to participate in treatment. Veterans also attended court hearings to handle outstanding debt or resolve child support matters. For veterans trying to make a change, resolving legal issues can be an important first step. Many community partners and County departments play a role in Stand Down, including the San Diego Public Defender’s Office, and County Departments of Child Support Services, General Services and Housing & Community Development, and HHSA, including the County Veterans Services Office.
OLDER ADULTS/SENIORS

San Diego Fall Prevention Task Force has been leading the way locally in offering education and resources to keep older adults safe from trips, slips and falls. In partnership with Tri-City Medical Center, HHSA co-sponsored two “Stepping On” classes (9 weeks each) for persons who have already had a fall to gain skills to prevent future ones. The Fall Prevention Task Force and Caregiver Coalition held a combined event during Fall Prevention week in September 2012 with approximately 125 attendees. Participants received balance screenings and education about strategies to decrease the likelihood of falls. There were also numerous events hosted in north San Diego County that same week to provide information about fall prevention and offer fall risk assessments.

Vital Aging: Eating Well and Staying Active was an event hosted by HHSA at Liberty Station and San Marcos Community Center in June 2013. The keynote speakers were Cornell McClellan, the personal trainer for the First Family, and Deborah Szekely, 91-year-old founder of the Rancho La Puerta and Golden Door spas and early pioneer of the health and wellness movement. More than 1,300 people participated, including viewers from senior centers and individual residences who joined the presentations via webcast from Liberty Station to North County. Each location had additional speakers on site with activities on gardening and exercise, and local chefs demonstrating healthy cooking. Event evaluations indicated that most participants planned on adopting a new healthy habit, such as volunteering in the community or joining an exercise class, as a result of their experience.

The Safe Seniors newsletter, produced by HHSA and the District Attorney’s Office, alerts older adults to scams and gives other valuable tips to prevent elder abuse. The District Attorney’s Office also hosts the Safe Seniors website www.safeseniorssandiego.org, providing information on how to report elder abuse and additional resource information.

FAMILIES

Be Brave: Stomp Out Stigma was this year’s theme for a free behavioral health event held in May 2013 to recognize and commemorate Mental Health Month. Hundreds of San Diegans of all ages joined Supervisor Dave Roberts, HHSA, administrators and behavioral health experts to support changing the misconceptions of mental illness. This behavioral health awareness event was an opportunity for the County and its partners to let people know that help is available to overcome the emotional and behavioral challenges of mental illness.

Animal Safety Presentations were given by the Department of Animal Services. A total of 104 animal safety and dog bite prevention presentations were offered to children in area schools, as well as in organizations (e.g., County departments, local area companies, SDG&E, U.S. Postal Service) that encounter dogs during normal operations.
Supplemental Nutrition Assistance Program-Education (SNAP-Ed) is a collaborative effort between HHSA and the California Department of Public Health’s Network for a Healthy California in which federal nutrition dollars are utilized with family self-sufficiency dollars. This program has funded six nutrition educators who conduct outreach in the community and who this past year reached over 3,000 low-income residents, with a goal of reaching 6,000 by October 2013. Bus shelter signs and videos are being designed to provide nutrition education to clients where they are served, such as family resource centers and food banks. Through collaboration with Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3), residents, especially youth, are enlisted in projects that promote health within individual neighborhoods.

WeConnect Health Care Enrollment and Resource Fair, which took place July 13, 2013, in Southeast San Diego, involved more than 1,000 community members and HHSA staff from many different programs, serving almost 450 residents. Participants learned about national health care reform and what this means for families and individuals and received help applying for health care coverage through Medi-Cal or the Low Income Health Program. Information about financial assistance and CalFresh eligibility requirements was also shared. County public health nurses and community partners provided almost 200 medical screenings—measuring Body Mass Index (BMI), blood pressure and blood glucose; testing for HIV; and assessing vision and dental needs. This was the second WeConnect event coordinated by HHSA and made possible with funding from the California Endowment.

Emergency Communication Planning Session, held on May 28, 2013, involved more than 100 San Diegans representing eight language groups and was a collaboration between the Office of Emergency Services (OES), San Diego State University (SDSU), and HHSA. Participants were asked to share information about their communities and provide feedback on the development of a county-wide, comprehensive emergency communication plan for limited English speakers, a priority because of the county’s linguistically diverse communities. Another project that grew out of this recognized need for reaching diverse populations is the Cultural & Linguistic Adaptation of Emergency Food Kit Lists, also a collaboration among OES, SDSU and HHSA. SDSU students convened focus groups with community members and social service organizations to gather input on food lists by ethnic or cultural population. The partners then created culturally and linguistically appropriate guidelines to help families prepare foods for an emergency kit that would sustain them for three days in the event of a disaster.
Photovoice: Youth and Families Coming Together as a Voice for Change

Grocery bags floating on overgrown dried out grass, trash lying around playgrounds, dim lighting with low visibility along walking paths, graffiti everywhere you look: Teralta Park in City Heights has had problems in the past. At community meetings, residents were speaking up about the need for change. They identified the goal of safe parks, but they did not know where to start.

Social Advocates for Youth San Diego (SAY San Diego), a member of the Healthy Communities Central Region Leadership Team (the Live Well San Diego team for HHSA’s Central Region), saw an opportunity to give residents the tools they were seeking to improve their public spaces. The Photovoice project, a national model, was identified as a way to actively engage community members to illustrate and characterize park conditions.

Parents who lived nearby or had children who attended local schools were invited to informal community gatherings. After these meetings, several mothers and daughters volunteered and committed to the project. Each individual was given a disposable camera to take photos of the park. Their shared vision was for Teralta to be an easy-to-access park where residents could exercise and families could have social gatherings. The photos they took of the park showcased both positive and negative aspects. Participants wrote messages on their best five photos to address issues, inspire change and achieve their vision for the park. These photos were displayed at the Teralta National Night Out Against Crime.

The group’s work caught the interest of various city officials and local agencies. These volunteers continue to meet and present their findings to help build partnerships to begin taking action to address the issues they have identified at the park. This project has demonstrated that change is possible through organized collaboration, dedication and the active involvement of individuals and families.

The photos below were taken at Teralta Park by Photovoice participants.
Communities, Businesses and Other Organizations Taking Action

Do all San Diegans have easy access to healthy food options and community services? Do residents feel safe to walk around their neighborhoods? Are individuals and families thriving, both economically and socially?

Community organizations and businesses throughout San Diego County have made great strides in the past year to address these questions. One of the most effective ways to make sustainable community change is to engage residents in improving the places where they live.

Sustainable change begins from the ground up, where resident leaders, community members and County representatives join together to convene working groups, forums and programs that address unique community needs. The growth and success of community efforts to support and enhance Live Well San Diego over the past year are a testament to San Diego County’s collective strength and the potential, when everyone works together, to become the most healthy, safe and thriving county not just in California, but nationwide.

The six profiles that appear in this section are by no means inclusive of all the impressive efforts underway among communities, businesses and other organizations. They do, however, showcase the wide range of approaches to sustainable change that are taking place across San Diego County’s diverse regions and highlight how communities, businesses and other organizations, along with the County of San Diego, are working together for the public good. These community efforts illustrate the natural synergy between healthy choices and safe communities.

Harborside Park: Creating a Safe Park through Collective Action

**Problem:** Harborside Park was built on a vacant lot in a commercial area. Individuals began congregating after dark in certain areas of the park and participating in illegal activities, including drug use and gang activity. In time, these individuals arrived earlier in the day, taking over the part of the park where the playground and gazebo are located. This discouraged families from visiting the park. As time passed and the dangers increased, various groups began to mobilize.

**Action:** In Spring of 2013, the HHSA South Region staff formed a walking club. Because members of the walking club expressed concerns about safety in the park, the club reached out to the Healthy Communities South Region Leadership Team (the Live Well San Diego team for HHSA’s South Region) for help.

The Leadership Team convened a special meeting to develop an action plan, identify goals to improve safety with the park and begin monitoring quarterly progress. The partners that joined the effort include the Public Works, Police and Recreation Departments of City of Chula Vista; Chula Vista Community Collaborative; Harborside Elementary; two large businesses (Walmart and Costco); and HHSA. Their actions included:

- Removing unnecessary fencing between Harborside Elementary School and Costco
- Sending in teams to clean and maintain the park
- Working with the Chula Vista Recreation Department to provide youth sports opportunities through the “Rec and Roll Van”
- Advocating, together with the Chula Vista Police Department, the importance of reporting illegal activities in the park every time something is witnessed (An increase in calls to a particular area is flagged and monitored closely by the police department.)
- Bringing in youth to remove graffiti and clean up the gazebo area through the City of Chula Vista’s Buff-a-Block program

**Impact:** Today, 70 members of the Walking Club walk through the park, monitoring activity daily and maintaining a presence that discourages illegal activity. Through collective engagement of organizations and businesses in every sector, Harborside Park has been transformed from a danger zone into a healthy and safe place for children, families and employees from nearby businesses.
**Bella Vista: Creating a Live Well Neighborhood in an Apartment Complex**

**Problem:** The Bella Vista Apartment Complex is home to low-income families struggling with risk factors that can affect their ability to provide for the children’s needs—physical, social and emotional. Bella Vista was the first complex in the City of El Cajon to be part of the Crime Free Multi-Housing Program, but then lost this status in 2010 due to its difficulties controlling criminal activity on its premises. Conditions deteriorated, and there were frequent contacts between residents and child welfare services and law enforcement.

**Action:** Utilizing the Neighborhoods for Kids model, HHSA’s East Region child welfare services team engaged partners in a prevention-focused approach at Bella Vista. Social work interns from San Diego State University (SDSU) and University of Southern California (USC) worked with Bella Vista management and went door-to-door to meet all residents, enlist them to get involved, and obtain feedback as to what these residents saw as the biggest challenges facing the complex.

The residents expressed that they did not feel safe in the community and they were concerned over the level of truancy and lack of juvenile supervision. Residents also said they that they felt unsafe because of the number of events requiring law enforcement response, many of which were violent crimes. After reviewing this valuable input, the interns began identifying and coordinating a number of efforts to meet residents’ needs and enhance their engagement. These efforts included:

- Outreach and education to residents on how to prevent child abuse and neglect, with assistance from the El Cajon Police Department, the Boys and Girls Club, and the Family Justice Center
- Formation of a youth group for teen boys to minimize truancy, with the help of San Diego Youth Services
- Presentations on dental decay and its impact on overall health through the Share the Care program, which is a partnership between the San Diego County Dental Society, the Dental Health Coalition and HHSA
- Healthy cooking demonstrations and tips for how children and their parents can incorporate healthier eating into their lifestyle, offered through the local Women, Infants, and Children program
- Fundraising to purchase new, safe playground equipment for the children
- Agreement with a local artist to oversee children as they paint a large outdoor mural to enhance pride in the complex, improve the aesthetics and reduce graffiti

**Impact:** Bella Vista has re-claimed its Crime-free Multi-Housing status. Additional community partners are getting involved, including members of the El Cajon Collaborative and graduates of the El Cajon Resident Leadership Academy—residents recently trained to lead community improvement projects. Early results are positive, based on analysis performed by the interns on the impact of the project on individual residents, families and the community. These results show a reduction by one third in the number of child abuse referrals—from 35 child abuse referrals to 24 referrals from 2010 to 2012. The number of calls for service to the apartment complex has also declined by about one third—from 312 in 2010 to 205 in 2012.

This success at Bella Vista exemplifies how organizations and residents can work together to live well, one neighborhood at a time. The Bella Vista experience also shows how, once the momentum for change builds, new partners often come on board, the level of engagement expands and the potential for positive impact can only increase.
Monarch School: Safe Passage for Homeless Children

**Problem:** Monarch School, a school for children from kindergarten through high school who are affected by homelessness, was re-located to Barrio Logan in May 2013. The new school is an improvement compared to the previous school because it is much larger, has numerous enhancements, and is closer to other social services. However, this new location raised concerns about children's safety when walking from the 12th Street and Imperial Trolley Station to the school on Newton Avenue.

**Action:** These concerns, articulated by County Supervisors Greg Cox and Ron Roberts, led HHSA staff to conduct a “walk-audit” which revealed littered sidewalks, trolley tracks with unclear markings, graffiti and groups of homeless individuals loitering in the area. Leaking portable toilets also obstructed the sidewalk.

Erin Spiewak, Monarch’s CEO said:

“Student safety is our number one concern. HHSA’s walk-audit was extremely helpful in developing a checklist of required corrective actions.”

Through established relationships with the Healthy Communities Central Region Leadership Team (the Live Well San Diego Team for HHSA’s Central Region), the San Diego Police Department (SDPD) Central Division was notified of the walk-audit findings and they quickly worked with the City of San Diego to remove the portable toilets.

**Impact:** Joe Wiseman, Monarch’s Principal, stated:

“We now have parents and school staff who are positioned at critical street crossings to not only assist our students, but also to increase supervision, awareness and visibility.”

As a result of all of these actions, children walking to school are safer.
Project SHINE: An Intergenerational Approach to Health Literacy for Refugees

**Problem:** San Diego’s East County has seen an increase in Iraqi refugees over the past five years. These estimated 30,000 refugees are the second largest Iraqi population in the United States. Many of the newly arriving refugees have limited English-speaking skills, making health literacy a particularly critical need for these individuals and families.

A high number of 911 calls were coming in from the Iraqi refugee population, mostly within East County, who needed preventive health services and assistance navigating the health care system. The El Cajon Police Department and Sharp-Grossmont Hospital identified this as a major concern because these calls divert resources and jeopardize the ability of first responders to react to emergencies.

**Action:** Community forums convened in El Cajon, with the support of Supervisor Dianne Jacob, identified these health literacy issues as a barrier to successful integration of Iraqi refugees as healthy, safe and thriving members of San Diego society. Forum participants recognized the need for refugees to learn about preventive health care in order to reduce the strain on emergency care resources and to improve their health outcomes. To respond to the need, the Live Well San Diego East Region Leadership Team worked with Grossmont-Cuyamaca Community College and the Intergenerational Center at Temple University to implement the Project SHINE initiative as a six-month pilot in January 2013.

Project SHINE is a national service model which trains college students and retirees to work with older immigrants over the age of 50 to advance their knowledge of the English language, health literacy and citizenship. Funded by Refugee Social Services dollars through the County of San Diego, the program promotes an exchange between participants so everyone learns from each other.

**Impact:** The focus on English as a second language and improving health literacy results in benefits that are two-fold—a decrease in the number of non-emergency calls to 911 and achieving better health outcomes for recent immigrants as they learn English and move towards overall self-sufficiency. Currently there are 44 participants in Project SHINE supported by 11 tutors at three sites within the community. A total of 124 individuals have participated in the program to date, and funding has been allocated to continue the program over the course of the next year.

Project SHINE is a great example of the ways that community members can work together with organizations and the County to address the unique needs of residents. This expansion of the intergenerational model to support Iraqi refugees and the neighborhoods in which they reside benefits people of all ages and has the potential to reduce calls to first responders.
San Diego North Chamber of Commerce: Helping the Business Community Make Workplaces Healthy and Safe

**Problem:** The health and safety of all workers is critical to any company’s financial bottom line. Addressing the rising costs of providing health care coverage to workers and preparing for national health care reform was important to the San Diego North Chamber of Commerce (SDNCC).

**Action:** SDNCC is taking a very proactive approach to informing and supporting its more than 800 members. SDNCC provides a wealth of information and tools, facilitates the sharing of expertise, and helps businesses in North County leverage resources and make valuable connections.

The SDNCC’s Health Committee serves as an information source for the business community on health and safety issues and pertinent legislation and its impact on the business community. It maintains a WORKplace WELLness website where employers can access a number of practical tools and resources, such as nutrition and physical activity tip sheets, to help them implement cost effective strategies for healthy and safe workplaces. SDNCC also works with local businesses to reduce worksite injuries in support of a more productive workforce and healthier business climate.

**Impact:** In February 2013, the SDNCC, HHSA and other organizations partnered to host Weight of the Workplace: Promoting a Healthy Bottom Line. The forum provided education to the business community on workplace wellness and offered resources for incorporating wellness into their workplace. Attendees had an opportunity to delve further into workplace wellness solutions by attending breakout sessions, led by industry experts, and listening to a panel discussion of distinguished speakers including Dr. Wilma Wooten, County of San Diego Public Health Officer; Dr. E. John Rott, Kaiser Permanente Physician Director; Dr. Linda Richardson, North Inland Mental Health Center/Mental Health Systems; and Dr. Sheila Patel, Chopra Center for Wellbeing Medical Director.

S2MART Escondido: Building Positive Environments for Safety and Health

**Problem:** Unsafe crosswalks near schools and grocery stores and underdeveloped bicycle and walking paths were gaining more attention from Escondido community members as people were beginning to realize that the “built environment” was affecting the health and safety of residents.*

**Action:** Collaboration among groups and committees of residents, police officers, school officials and other community stakeholders resulted in success when Escondido Union School District (EUSD) was awarded a Safe Routes to School (SRTS) grant. This was one of three such grants in California in the amount of $350,000 over 2 years to focus on educational interventions to address pedestrian and bicycle safety. Mark Fenton, a world-renowned “walkability expert,” kicked off the celebration event for this award and helped spark what came to be known as the Safe Streets for More Accessible Recreation and Transportation (S2MART) Escondido Initiative. This S2MART initiative now encompasses a wide range of groups and projects in addition to SRTS including a Bike/Walk Committee, Safe Passages, and Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3).

**Impact:** Through S2MART, Escondido is organized for future success and serves as a model of how residents and community groups can collaborate successfully to address a common goal and obtain much-needed resources that benefit the entire community.

*Note: The “built environment” refers to the human-made space in which people live, work, and play on a day-to-day basis.*
Supporting Communities to Live Well

The County has a role in supporting and creating an environment for community action. This includes serving as convener to bring people and organizations together when needed, leveraging public dollars, shaping policy and infrastructure, offering enrichment activities, and encouraging neighbors to help neighbors.

SERVING AS A CONVENER

The County’s role as convener is through Live Well San Diego Leadership Teams within five HHSA regions across the county. These teams support networks of collaboration and partnership in each region by conducting community assessments and developing improvement plans for their communities that help to identify and address priorities and align resources. These plans will also guide special efforts called Resident Leadership Academies, which give community leaders training and tools to change their neighborhoods and communities. These plans will also guide special efforts called Resident Leadership Academies, which give community leaders training and tools to change their neighborhoods and communities. Through collaborations between residents, organizations and the County, communities are engaged in a wide array of activities that support Live Well San Diego, as demonstrated in the examples highlighted in this section. Another example of the County’s role as a convener is the San Diego Veterans Coalition, meeting regularly at the County Operations Center. This coalition, which has grown to 138 members and includes the County Veterans Services Office, helps bring various providers together to improve and coordinate services for the large number of veterans and their families in San Diego.

LEVERAGING RESOURCES

The County is leveraging a number of federal and State grants to support community action to live well. In addition to Safe Routes to Schools (SRTS), these programs include the Supplemental Nutrition Assistance Program-Education (SNAP-Ed), which includes the Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3); Healthy Works program (referring to Communities Putting Prevention to Work or the Community Transformation Grant); and the National Public Health Improvement Initiative, which has supported community planning activities. A special award through the Community Services Block Grant is being used to support the Resident Leadership Academy trainings to build leadership capacity to improve health and safety in economically challenged communities.

SHAPING POLICY AND INFRASTRUCTURE

The County also plays a critical role in providing infrastructure to support communities in which residents can feel safe and healthy. The Housing and Community Development Department (HCD) conducted over 14,000 Housing Quality Standards Inspections, ensuring that all Section 8 program households are safe, decent and sanitary. HCD also promoted crime-free communities and renewed annual Crime-Free Certifications at all four public housing sites, in collaboration with the local police. The Sheriff’s Department currently maintains an additional 80 certified Crime-Free Multi-family housing complexes. Crime Prevention Specialists work with on-site property managers and the City of San Diego Police Department to evict problem tenants, spruce up the complexes and request that residents sign lease addendums agreeing not to commit any crimes or allow their guests to conduct illegal activity on the premises. In addition to preventing crime, the County plays a role in ensuring that workplaces are safe for employees.

Safety inspections and risk assessments are conducted by the Department of General Services (DGS) on new construction projects to ensure potential hazards are identified and eliminated before these facilities are occupied or opened to the public. The Department of Animal Services (DAS) works to protect people from animals and pets from people. Animal Control Officers regularly investigate complaints of animal neglect, abuse or abandonment and also respond when people are attacked or bitten by dogs. DAS successfully prosecuted several major cases this past year.
SHAPING POLICY AND INFRASTRUCTURE (continued...)

Policy and infrastructure also extends to the physical and built environments. Gains were made this past year in restricting smoking in public places. The County’s Smoke-Free Housing program has transformed 121 units of public housing into non-smoking apartments since July 2011. This promotes not only better health but also reduces the risk of fires and fire-related deaths and costs associated with cleaning the rental units. In addition, the City of Carlsbad adopted a smoke-free dining policy and a Native American hotel with a casino opened as smoke-free this year as part of a broader effort that the County and its partners are undertaking to reduce smoking in public places.

Safe Routes to Schools is part of a County of San Diego initiative that creates safe and walkable communities. The Department of Public Works (DPW) crews maintain or refresh school zones, speed limit and pedestrian zone signs, and pavement markings at 76 public elementary schools, 22 middle schools, 23 high schools, and 12 private schools in the county’s unincorporated area each year. In addition to DPW, the program involves several agencies including federal Housing and Urban Development, Caltrans, and HCD. The initiative is funded by Community Development Block Grants, DPW road funding, and Healthy Works program funding obtained by HHSA, and other state and federal grants. These projects have also benefitted from collaboration with the San Diego Association of Governments (SANDAG). HCD took the lead on 24 public community improvement projects, including parks, sidewalks, youth and family centers and the Bayshore Bikeway.

A focus on health is being integrated into the County’s land use programs and supported through regional efforts as well. The County and many other partners supported SANDAG’s adoption this year of “San Diego Forward,” which will lead to decisions that promote health through greater mobility and a sustainable environment. County parks are also designed to address health and safety using an innovative assessment tool: the Healthy Edge Park Design Guidelines. The County also plays a critical role in safeguarding watersheds and promoting conservation through agricultural water workshops and water quality kiosks.

Given the county’s vulnerability to disasters, preparing for fires is a priority. Several initiatives were undertaken, including the launch of an innovative new technology called Next Generation Incident Command System (NICS), to assist local fire agencies identify and map wildland fires in the backcountry. Along with NICS, the Operational Downlink Information Network (ODIN) and the Advanced Situational Awareness for Public Safety Network (ASAPnet) were launched. Led by Supervisor Ron Roberts in the fall of 2012, these three technologies are a cooperative endeavor among the County Fire Authority, San Diego Gas & Electric, University of California, San Diego and CAL FIRE to transmit real-time data to commanders on the ground, connect fire stations for improved operational readiness and allow for better situational awareness on the fire lines. Quickly deploying resources and personnel to hotspots will minimize damages and protect residents from destructive fires.

To encourage residents to take action to protect themselves and their property and to provide for firefighter safety, Supervisor Dianne Jacob and representatives from CAL FIRE, San Diego County Fire Authority, and San Miguel Fire Protection District led a Defensible Space initiative in advance of the 2013 peak fire season. This effort aimed to educate residents about the importance of creating defensible space around their homes by removing dead and dying vegetation, thinning remaining vegetation and promoting other steps to minimize the possibility of homes being destroyed in a wildland fire event. Over a two month period, Cal Fire inspection teams, funded by the San Diego County Fire Authority, visited over 14,000 properties to conduct defensible space inspections and mailed 4,000 letters containing educational information to residents in rural areas.
OFFERING ENRICHMENT ACTIVITIES

Recreational programs are offered to thousands of youth, adults and seniors to foster positive development and a sense of community. The Department of Parks and Recreation fostered positive development of 6,000 youth through 180 recreation programs and services that increase physical, intellectual, social and emotional abilities. Sixty recreation programs for 2,000 adults and seniors promoted healthy lifestyles. Adopting an innovative, non-traditional approach to its park activities, which includes working closely with community partners, Parks and Recreation has also launched such programs as the TRACK Trails and QR Fit Trails, which promote both physical and mental activity.

Library programs further provide a wide array of enrichment activities. County libraries presented an average of 200 after-school programs and 140 healthy lifestyle programs each month, which provided students and families with a safe place to learn and engage in the civic system and even get some exercise. In total, County libraries provided more than 2,500 programs to nearly 70,000 children, teens and adults during fiscal year 2012-2013, which represents a 53% growth in attendance from the previous year. Libraries also distribute a wide range of public service announcements about various health and safety topics. These announcements were also included in voter information pamphlets sent by the County Registrar of Voters to more than one million registered citizens.

Department of Parks and Recreation: Expanding Minds and Bodies through Innovative Programs

Consistent with its Active Living Park Design Guidelines, the County Department of Parks and Recreation (DPR) is providing innovative, non-structured, non-traditional designs to parks that promote both physical and mental activity. DPR, through many partnerships, also works to locate parks with access to multi-use trails to connect schools, shopping centers and transportation venues; to support diverse activity for all demographics; and to provide safe environments to encourage park visits. DPR recognizes how health and safety are interdependent. Here are a few examples of programs recently launched:

• **TRACK Trails** is a network of family friendly trails currently in three County parks. In May 2013, DPR partnered with Jimbo’s Naturally grocery stores for a customer appreciation day where shoppers received a five percent discount on their entire purchase. Customers were given the option to donate their savings to the non-profit San Diego County Parks Society. More than $15,000 was raised as this event to fund the new TRACK Trails program in County parks. The program is an attempt to get kids outdoors “un-plugged” and reconnected with nature. Each TRACK Trail has a series of brochure-led, self-guided adventures designed to turn an ordinary hike into a fun-filled adventure. Kids earn prizes that encourage further nature exploration for “TRACKing” their TRACK Trail adventures in an online nature journal.

• **QR Fit Trails** is currently in five County parks. Teens and adults use their smart phones to scan a QR code at each of the five signs placed along the fitness trail or walkway. The QR codes link users to short exercise videos with a certified fitness instructor that are updated every month. These Trails allow for a 20 minute workout, not including travel time along the trail between stations, which meets the needs of many teens and adults who do not have a lot of free time but want a quality workout.

• **Ongoing Exercise Enhancements** are being made by DPR. Outdoor exercise circuits were added to three parks this year, for a total of 7 parks with the same enhancements. This allows park users to work out on these state-of-the-art exercise stations—stationary bikes, leg presses, lat pulls, abdominal benches—without a gym membership.
San Diego County Libraries Take an Intergenerational Approach

According to the After School Alliance, youth are most at risk for engaging in illegal activities and suffering injuries after school and during summer months. County libraries engage youth and keep them safe during time away from school by offering activities that support healthy living and community involvement:

**Free Summer Lunch at the Library**
In response to the estimated 69% of students who receive free and reduced lunch during the academic year, but who do not participate in a meal program during the summer, the San Diego County Library partnered with Feeding America and local schools to provide free summer lunches to youth 18 and under. Lunches were available Monday-Friday at the Casa de Oro, El Cajon, Lincoln Acres and Spring Valley branch libraries and were complemented throughout the summer with entertainment and educational programs for youth before or after meal service. In the first week of the program, a total of 2,411 lunches, snacks and dinners were served.

**After School Science Programs**
California eighth grade students score lower on the National Assessment of Educational Progress Science Assessment with an average score of 140, compared to the national average of 151. Eight County library branches offer Science Explorer programs to introduce kids to science with a fun, educational and hands-on experience. Libraries hold experiments to teach kids, using LEGOes and other everyday materials, about magnetism, genetics, food science and building.

**San Diego Legends—Living Well**
Community elders, like youth, benefit from community programs and support. County libraries recognized the value of aging residents and wanted to provide them an opportunity to share their stories with the public. This annual art and photography exhibit recognizes elders who lead by example with lifestyles that embrace inclusion, spiritual integrity, humanism and healthy living. Their lives and accomplishments are a testament to the nobility of hard work. The exhibit is displayed at a new library each month, giving residents the opportunity to meet the Legends, hear about their experiences and participate in related programs.
ENCOURAGING NEIGHBORS TO HELP NEIGHBORS

Community policing is an approach the County has adopted that encourages neighbors to get to know and watch out for each other. The Sheriff’s Department offers to check homes when residents are on vacation and participates in regional events. National Night Out is an annual event to promote civic involvement. It is an opportunity for communities and law enforcement to interact on a more intimate basis to heighten crime prevention and build civic engagement. Activities this year included personal and community safety, and at one location, parents could place their children’s fingerprints and pictures with local law enforcement in the event of a disappearance. SAY San Diego and San Diego County Crime Stoppers co-sponsored two of the local event locations across the county. Several Sheriff’s Stations and sub-stations participated by hosting events in their areas.

Just as the County works to build infrastructure and design programs to support healthy and safe communities, resident volunteers enrich their communities. In turn, these programs enhance the volunteers’ own lives. The County offers a wide range of volunteer opportunities. The Retired and Senior Volunteer Program (RSVP), sponsored by HHSA through a grant from the Corporation of National and Community Service, provides opportunities for older adults to contribute to their community by volunteering at museums, hospitals and other organizations. The San Diego County Sheriff’s Senior Volunteer Patrol draws upon the experience of senior citizens, including RSVP volunteers, to assist staff in reporting abandoned vehicles, protecting citizens with disabilities, checking on vulnerable citizens and checking up on homes while residents are on vacation. Many local police departments have similar programs to help protect the public. Workforce Academy for Youth (WAY) is another intergenerational mentoring program where foster youth are given County jobs for six months, and an older adult serves in the role of life coach during this tenure. Legacy Corps places volunteers in the homes of veterans and military families to give caregivers a break. As part of the AmeriCorps national service program, members include younger veterans transitioning to civilian careers, retirees, and other community volunteers committed to supporting those who have served our country in the military.
Collaborating with Organizations in Public Service

When residents need assistance, are they provided services that are cost effective and have the greatest impact? Transforming how services are delivered demands that everyone work together—all levels of government, law enforcement and the courts, military and veterans organizations, health care organizations, schools, faith- and community-based organizations and providers. This is how the County is building a better service delivery system that goes beyond the walls of County government and brings in approaches that are proven effective:

- Provide access to quality and efficient care
- Integrate physical health, behavioral health and social services
- Encourage clients to manage their health conditions and adopt safe behaviors
- Create balance between accountability and access to rehabilitation services for offenders

Described below are a few examples of partnerships that illustrate how health, safety and well-being can be improved through innovative service delivery approaches:

**Public Safety Realignment (AB 109),** enacted in 2011, represents a fundamental shift in public safety responsibility for incarcerating and supervising offenders. In the past, most non-violent, non-sexual, non-serious offenders were housed in State prison, whereas now these individuals are placed in County jails. In addition, these prisoners—including ones being released from prison following the end of their sentence—are being supervised by County Probation. Local criminal justice stakeholders including the Sheriff, Probation, District Attorney, Public Defender and HHSA are working collaboratively to enhance the service delivery system. Upon release, offenders now enter the newly created Community Transition Center. They are assessed for underlying issues that contribute to continuing criminal behavior. A case plan is developed to identify resources and offenders are referred for alcohol and drug treatment, job training or short-term transitional housing with the goal of reducing recidivism by targeting risk factors through a balanced-approached model of rehabilitation and accountability. These offenders are also connected to health care coverage. As of June 2013, 750 offenders had been assessed.

**Specialized Collaborative Courts** are growing because of their success in reducing jail capacity by balancing accountability with access to rehabilitation services for offenders, a strategy that is consistent with the County’s balanced-approach model in response to Public Safety Realignment. Examples include **Re-entry Court,** Drug Court, Behavioral Health Court, Domestic Violence Court, Homeless Court and Veterans Court. All of these courts represent the same approach—keep offenders out of jail by addressing their underlying risk factors, such as substance abuse, mental illness, and unemployment. The District Attorney’s Office, Public Defender, Superior Court, the San Diego City Attorney’s Office and HHSA play key roles in facilitating these innovative courts. The Re-entry Court is available to offenders who have committed non-violent, non-sexual crimes while on parole, or who have violated the terms of their parole. Offenders who plead guilty are diverted away from costly incarceration and receive community treatment and services with rigorous monitoring and oversight by judges and law enforcement. Offenders are given the tools to become healthy, sober and productive citizens. According to a recent report, “Preliminary results from a statewide evaluation of Re-entry Court revealed that only 12 percent of graduates returned to prison within the first year of entering the program. To date, individuals have graduated from the San Diego program and have avoided a combined 71 years of sentenced imprisonment.”

“We continue to work together in San Diego County to stop the revolving door to prison.”

District Attorney Bonnie Dumanis

Just as Public Safety Realignment is a fundamental shift in public safety, national health care reform is an enormous change for health and social services. The **Patient Protection and Affordable Care Act (ACA)** has two dimensions. One dimension is insurance and payment reform—getting more people enrolled. The other dimension is health system reform—improving the quality and efficiency of health care delivery. Within both dimensions, the County, healthcare communities across the San Diego region and long-time partners like San Diegans for Healthcare Coverage, are preparing for these changes by enhancing the service delivery system.

To prepare for insurance reform, the County is transitioning individuals and families into new health care plans to ensure continuity of coverage while also preparing for an increase in enrollees. San Diego was selected as one of eight counties to provide both health and social services to 40,000 seniors and

“Most returning offenders have a long history of criminal behavior and many behavioral health needs. We need to remove barriers to effective re-entry, not create them, by ensuring these offenders are linked to services and actively engaged into community based treatment.”

Karna Lau, Supervising Probation Officer, Community Transition Center

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1Source: SANDAG Criminal Justice Fax, Volume 15 Issue 7, July 2013
Actions to Prepare for Enrollment Reforms

The County transitioned more than 60,000 children from the Healthy Families program to Medi-Cal, as part of insurance reform in which Medi-Cal will be expanded and the cost will be covered by the federal government. The Low Income Health Program expanded to serve almost 40,000 adults who will transition to Medi-Cal in January 2014.

The County is setting up its California Healthcare Eligibility Enrollment and Retention System (CalHEERs) Call Center to assist individuals and families to enroll in expanded Medi-Cal, handle questions about health enrollment and assist family members of Medi-Cal recipients with health benefits exchange plans.

Community outreach efforts were stepped up, and new avenues for residents to enroll were created. These efforts include a toll free line for community based organizations to use when assisting residents to enroll. A mobile application was launched to help residents apply for food assistance during a disaster and retrieve other benefits information.

Using data and lean six sigma principles, improvements have been made to the ACCESS Customer Service Center which has successfully reduced the average wait time from 24 minutes in July 2012 to 16 minutes in July 2013, in spite of an increase in total call volume of 20,000 additional calls (from 74,613 to 94,828).

Important to the success of this model of care is the sharing of health information. The San Diego Regional Healthcare Information Exchange, also known as San Diego Health Connect, is a national leader in the sharing of patient data with healthcare providers and organizations. San Diego Health Connect is now established as an independent non-profit organization and represents a collaborative effort among local hospitals, clinics, medical groups, health plans, individual physicians and the County. The purpose is to improve the quality of care for patients, enhance care coordination among providers, and realize cost efficiencies through reduced hospital admissions and the elimination of duplicated laboratory testing. San Diego Health Connect has also implemented a unique system for transmitting emergency medical services information to participating hospitals whereby expediting care for critically ill patients while saving hospital resources. This past year, San Diego Health Connect laid the groundwork for expansion to include additional partners and incorporate public health reporting to support the highest quality of care in the region’s service delivery system. San Diego Health Connect will be a conduit for regional healthcare providers to securely submit electronic health information to HHSA and as a result, they will qualify for federal financial incentives.

Innovative service delivery approaches are being adopted to help the most vulnerable populations, including those with the potential for involvement in the justice system. This includes the homeless, those with serious mental illness or substance abuse problems, and foster youth who leave the system ill-prepared to attain a stable life. These approaches recognize that different types of supports—food, housing, health care, behavioral health care, vocational training—are necessary for individuals to make progress toward self-sufficiency and avoid involvement in the criminal justice system.
**Full Service Partnership** (FSP) programs refer to several programs that focus on the needs of approximately 1,500 persons who have a serious mental illness and often a co-occurring substance abuse disorder. Many of these individuals are homeless or at-risk of homelessness, and some are also connected to the justice system. United Way and the City of San Diego, along with other partners, have utilized a “vulnerability index” survey and analyzed data on high users of emergency and other services, to identify those who are the most highly vulnerable. Of the 1,500 served through the FSP program, 85 qualify for housing vouchers and support services through a joint effort between San Diego City Housing Commission, LeSar Development, and HHSA.

All FSP programs offer multidisciplinary teams that provide clinical and intensive case management services, crisis intervention, psychiatric care, substance abuse services and vocational services. Supportive housing, either transitional or permanent, is provided to some participants and each participant’s progress is closely monitored. Participants are encouraged to identify goals and adhere to treatment plans so they can better manage their chronic conditions and addictions. **Project 25** is an FSP program that serves 35 persons (20 of these participants served by the County) who have the most serious mental illnesses and are among the most frequent users of public services. During the 12 months in the program, these clients have experienced major reductions in service usage as compared to when they were homeless. This includes reductions in ambulance rides, emergency room visits, hospitalizations, arrests and days in jail (see **Figure 2** which captures results for 20 of these participants).

Because some foster youth, after leaving foster care, become homeless and then may also get involved in criminal activity, a new law went into effect in January 2012, called the **Extended Foster Care** program. Foster youth over age 18 can now remain in foster care up to age 21 and will continue to receive foster care benefits and services. These foster youth continue to receive case management services from a social worker to help them transition to adulthood, including intervening in time of crisis, referring youth to services, accessing stipends for housing opportunities and connecting foster youth to healthcare so that they can access physical, mental health and substance abuse treatment. For youth that emancipate or age out of the foster care system, transitional housing programs are available. HCD has funded the continuation of the **HOME Tenant-based Rental Assistance** programs that serve up to 75 of these youth.

“Being in Extended Foster Care (EFC) has honestly been amazing and super helpful in every way. Entering college, they are assisting me financially and have supported me so much. Whenever I run into trouble or I have questions, I know that they can be answered quickly and efficiently. EFC is super beneficial in all ways possible.”

Jennifer, a foster youth who started at University of Santa Cruz this fall
Partners, inside and outside County government, are behind every successful innovation in the delivery of public services. Some of the partners involved in initiatives described are:

- For Public Safely Realignment—Probation, Superior Court, District Attorney, Public Defender, Sheriff, Office of Education and HHSA; also treatment partners, local law enforcement, community and veterans groups and mentors

- For care transitions—Palomar Health, Scripps Health, Sharp HealthCare, UC San Diego Health System, with HHSA

- For integration of health and social services—Care 1st Health Plan, Community Health Group, HealthNet, Kaiser Permanente, Molina Healthcare, with HHSA

- For care integration and homeless—United Way, 2-1-1 San Diego, St. Vincent de Paul Village, LeSar Development, City of San Diego, San Diego City Housing Commission, Community Research Foundation, Mental Health Systems, Telecare Corporation, Rachel’s Women’s Center, Serial Inebriate Program, Uptown Safe Haven, Friend 2 Friend, County Homeless Outreach, Areta Crowell Center, with the County of San Diego

Figure 2

Project 25 Clients Decreasing Use of Public Services

Source: Data were provided by St. Vincent de Paul Society. This figure illustrates public service data collected for 20 of the Project 25 clients served through a contract with the County of San Diego.
Section Two

Enlisting Partners to Share and Leverage Best Practices

Live Well San Diego strives to connect organizations of every kind—cities and governments, diverse businesses including healthcare and technology, military and veterans organizations, schools, and community- and faith-based organizations—through a shared purpose. Working together allows the County to plan and implement innovative and creative projects to bring to life the vision of a healthy, safe and thriving county. Eleven recognized partners already have the potential to improve quality of life for more than half a million residents in San Diego County, reflecting the power of working together for a collective impact.

Becoming a Recognized Live Well Partner

Live Well San Diego recognized partners have made a formal commitment to support the County’s Live Well San Diego vision of a healthy, safe and thriving county. Recognized partners have aligned themselves with Live Well’s strategic approach to build a better service delivery system, promote positive choices, and pursue policy and environmental changes that make it easier for county residents to be healthy, safe and thriving.

Recognized partners are key organizations in the community with the ability to put policies, practices and programs in place that have the greatest positive impact on the communities and customers they serve. Designation as a Live Well San Diego recognized partner is a prestigious honor bestowed upon cities, businesses, community and faith-based organizations and schools that are the most committed champions of a healthy, safe and thriving San Diego County.

Meet Our Recognized Live Well Partners

Here are brief profiles of partners by sector—cities, businesses (including health care providers), community- and faith-based organizations and schools. More information about their activities and best practice are available on the new Live Well website: LiveWellSD.org.

CITIES

CITY OF OCEANSIDE

Population: 169,319 (SANDAG 2012 est.)

The City of Oceanside became the first Live Well San Diego partner on May 2, 2012, by formally embracing Live Well San Diego’s principles as a guide to promote healthy living throughout the city and launching the Healthy Oceanside Initiative. Oceanside adopted a Bicycle Master Plan, for which it was awarded bronze level designation for a Bike Friendly Community by the League of American Bicyclists. Oceanside promotes cycling and bicycle safety through its partnerships with the San Diego County Bicycle Coalition, the League of American Bicyclists and residents on the Oceanside Bicycle Committee. In addition to planning for bicycles, Oceanside is promoting walking for health by adopting a Pedestrian Master Plan. Oceanside was also the pilot site for the Resident Leadership Academy to empower community members to improve the quality of life in neighborhoods and promote physical activity and healthy food choices, with funding from a Healthy Works grant.

CITY OF CORONADO

Population: 23,187 (SANDAG 2012 est.)

On July 16, 2013, the City of Coronado was designated as a Live Well San Diego city. Coronado has demonstrated their commitment to living well by providing opportunities that foster and support a high quality of life for its residents and employees. In October 2013, city leaders adopted an ordinance to extend smoke-free air protections to outdoor dining spaces, city sidewalks and other public property. Other efforts underway include the Safe Routes to School (SRTS) program to improve pedestrian safety in the residential streets leading to local elementary schools. Coronado also plans to expand the existing bicycle routes and access to bicycle parking throughout the community under SRTS. The Coronado Recreation Department is part of the Coronado Unified School District Health Council which supported a Student Wellness Policy. Additionally, the Recreation Department provides programs to support physical activities for youth and life-long fitness for adults. The department offers cooking and gardening classes year-round to teach children about growing vegetables and eating healthy. Internally, the City of Coronado has the Step It Up Program which encourages city employees to walk 10,000 steps each day.
NATIONAL CITY

Population: 58,967 (SANDAG 2012 est.)

National City became the first city in the South Region to be designated as a Live Well San Diego city on June 18, 2013. National City was honored for its support of the community improvement plans designed and proposed through the Resident Leadership Academy (RLA) and Communities of Excellence in Nutrition, Physical Activity and Obesity Prevention (CX3) projects. Even though National City has already been recognized with the top score in San Diego County for walkability, National City continues to work to improve in this regard with the Marina District Development. National City is home to Olivewood Gardens and Learning Center which became the hub for community meetings to gather input on the Butterfly Park Restoration Project. Olivewood Gardens empowers residents to be healthy and active through organic gardening, environmental stewardship and nutritional education programs. Additionally, in collaboration with the Environmental Health Coalition (EHC), National City developed and adopted the Environmental Justice and Health Element into their General Plan. Designated as a Healthy Eating Active Living city, National City created a Wellness Committee to encourage employees to be more physically active and eat more nutritious meals. National City makes the health and wellness of its residents and employees a top priority.

CITY OF CHULA VISTA

Population: 249,382 (SANDAG 2012 est.)

The City of Chula Vista joined Live Well San Diego as a recognized partner on September 17, 2013, after serving as a key collaborative partner with HHSA since 2005 by promoting safe, healthy and thriving communities. The city partnered on the implementation of the Healthy Eating, Active Communities (HEAC) initiative, and now actively participates on the Healthy Communities South Region Leadership Team (the Live Well San Diego team for HHSA’s South Region). Chula Vista also adopted a Healthy Vending Policy and a Community Garden Ordinance Policy and implemented the Cilantro to Stores Project to further improve access to healthy food options. Chula Vista was awarded the League of Cities Leadership Academy Grant to participate with 21 other cities in a leadership academy focused on the development of citywide outreach campaigns that connect children and families with affordable health insurance.

CITY OF LA MESA

Population: 58,296 (SANDAG 2012 est.)

The City of La Mesa joined Live Well San Diego as a recognized partner on September 24, 2013. La Mesa demonstrates an ongoing partnership and commitment to Live Well San Diego by supporting the vision of healthy, safe, and thriving communities. La Mesa participates in the Live Well San Diego East Region Leadership Team and implements its own Ready…Set…Live Well cross-jurisdictional and multisectoral strategic plan. Through this initiative, La Mesa has had a strong emphasis on policy and environmental enhancements that increase capacity and the promotion of healthy behaviors in all areas of the community. Ongoing initiatives include a policy prohibiting smoking and tobacco use in parks, a Sidewalk Master Plan and a Park Master Plan and the recently-approved Health and Wellness Element of the General Plan. With a vision statement aspiring to make the City of La Mesa the healthiest and most livable city in San Diego County, the City of La Mesa is a welcome recognized partner based on their outstanding service, leadership, and commitment to the health and safety of the residents and families they serve.
Northgate Gonzalez Markets became the first designated Live Well San Diego business on April 15, 2013 by committing to help their employees and customers lead healthier lives. In 2010, Northgate Gonzalez Markets implemented the Viva La Salud program, which offers health information and promotion of in-store health events. Viva la Salud educates customers and employees at 36 stores throughout California (eight of these in San Diego County) with resources on healthy food choices and education on how to reduce the risk of developing chronic diseases such as cancer, diabetes and heart disease. In 2012, Northgate went on to receive the first loan given from the California Fresh Works Fund, which finances grocery businesses willing to open in areas that lack supermarkets with affordable and healthy food. Fresh Works is a partnership of the California Endowment, banks and health organizations that was launched in July 2011 at the White House. First Lady Michelle Obama spoke at a Northgate location in Inglewood on February 1, 2012. Northgate continues to serve as a model business of living well throughout San Diego County and all over the state of California.

Palomar Health became the first hospital system to adopt Live Well San Diego and was officially recognized as a partner by County officials at a special ceremony at their Board meeting on September 9, 2013. As the state’s largest public health district, Palomar Health’s innovative and community-centered approach to health and well-being is exemplified in their unique Community Action Council (CAC) model to identify, address and advocate for the health care needs of Palomar Health’s communities. The six CACs throughout the Palomar Health service area use collaboration and partnership to actively work to promote healthy environments and wellness, build relationships with key leaders and educate residents about health-related community services. The CACs have implemented the Transforming Obesity & Diabetes Awareness in Youth (TODAY) project which has administered body mass index (BMI) percentile screening to hundreds of youth to identify and provide resources to families of youth at-risk for obesity and diabetes. The CACs have participated in the Yellow Ribbon for Suicide Prevention Program, implemented a Gardening and Nutrition Education Program for 200 adults and children and advocated for policy changes to prevent substance abuse in cities throughout their service area. In addition, Palomar Health supports employee wellness by implementing Meatless Mondays, using local organic produce, and reducing sugar sweetened beverages sold at its hospitals.
COMMUNITY AND FAITH-BASED ORGANIZATIONS

MERIDIAN BAPTIST CHURCH

Congregation: approx. 100

Meridian Baptist Church joined Live Well San Diego as a recognized partner on September 22, 2013. The congregation has embraced Live Well San Diego principles by changing their lifestyles through healthy eating practices and increased physical activity. Changing the culture within, Meridian Baptist Church has been an early partner of the Live Well San Diego initiative and officially adopted a Health and Wellness Ministry for the congregation in 2013, including a walking prayer group, inclusion of fruits and vegetables on church materials advertising meals, and an emphasis of additional wellness priorities. At the 2011 National Day of Prayer, Meridian Baptist Church joined in prayer for East County and its varied health challenges, discussing 3-4-50 (see Figure 3) and the disproportionate rates of the four leading causes of death in the African American community. Senior Pastor Reverend Rolland Slade is not only a leader of his church but also a leader in his community, participating in the 2013 Resident Leadership Academy, hosting the 100 Congregations for Million Hearts® national initiative of U.S. Department of Health and Human Services to prevent 1 million heart attacks and strokes by 2017, and leading by example by making healthier personal choices. Meridian Baptist Church demonstrates an ongoing partnership and commitment to the County’s Live Well San Diego initiative by supporting the vision of healthy, safe and thriving communities.

Figure 3

| BEHAVIORS          | DISEASES                  | OVER 50 PERCENT
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No Physical Activity</td>
<td>Cancer</td>
<td>of deaths in San Diego</td>
</tr>
<tr>
<td>Poor Diet</td>
<td>Heart Disease &amp; Stroke</td>
<td></td>
</tr>
<tr>
<td>Tobacco Use</td>
<td>Type 2 Diabetes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lung Disease</td>
<td></td>
</tr>
</tbody>
</table>

The text explains that the congregation has embraced Live Well San Diego principles by changing their lifestyles through healthy eating practices and increased physical activity. They have adopted a Health and Wellness Ministry, including a walking prayer group, inclusion of fruits and vegetables on church materials advertising meals, and an emphasis on additional wellness priorities. The congregation has been active in community health initiatives, such as the National Day of Prayer and the 100 Congregations for Million Hearts® national initiative. The Senior Pastor, Reverend Rolland Slade, is involved in community leadership and sets an example by making healthier personal choices. The church supports the vision of healthy, safe and thriving communities.

(End of document section)
Chula Vista Elementary School District (CVESD) became the first Live Well San Diego school district on April 17, 2013. CVESD has taken active steps to improve student health by addressing factors that contribute to childhood obesity. CVESD revamped and enhanced their school wellness policy to address childhood obesity—removing chocolate milk from the menu, limiting cupcakes and other unhealthy treats for student birthday celebrations and making other systemic changes. In 2010, the district measured the BMI of more than 24,000 students, kindergarten through sixth grade, then made significant changes to its wellness policies and practices. When they measured again in 2012, they found positive results—a reduction in overweight children. Full details of the CVESD BMI surveillance project can be viewed within the Results and Next Steps section beginning on page 44 of this report.

In an effort to share best practices for living well throughout the region, CVESD, using Healthy Works grants, mentors other school districts in San Diego County to develop and implement comprehensive school wellness policies. CVESD partners with Healthy Communities South Region (the Live Well San Diego team for HHSA’s South Region), which is the outgrowth of the Healthy Eating, Active Communities (HEAC) initiative. CVESD continues to serve as a key role model for school health and wellness both locally and on a national scale.

Encinitas Union School District (EUSD) joined Live Well San Diego as a recognized partner on June 11, 2013. EUSD has taken an innovative and sustainable approach to making student, staff and community health a priority. Parents, staff and community stakeholders are brought together through the Wellness Committee and Green Committee to discuss key health and environmental issues and develop solutions. The EUSD Health and Wellness Program provides hands-on learning on gardening and organic farming, and promotes physical activity. On-site school gardens supply salad bars with fresh, organic produce five days a week for all schools. High-sugar chocolate milk has been removed from the school lunch program and filtered drinking water is offered as a healthy alternative. EUSD is committed to being environmentally conscious and has installed energy efficient hand dryers in all schools, adopted the use of certified green cleaners and has reduced lunchtime waste by 83 percent through its Lunchtime Waste Management Protocol.
Section Three

Leading Well to Live Well

In order for all residents to live well, County government needs to lead well. This means the County must build upon its **General Management System** (GMS), which has served as its foundation for excellence and innovation, to transform itself in a way that goes beyond common practice in government. This transformation began with the creation of a shared vision, and it continues through efforts that are three-fold: 1) inspiring change from within to support this shared vision, 2) paying continuous attention to the needs of county residents, and 3) tracking progress towards measurable results. Three years into the *Live Well San Diego* journey, the County has made systemic changes so its management systems are effective and integrated throughout all programs and operations.

*Live Well San Diego*’s transformative nature stems from the robust and inclusive strategic planning process that County staff and community partners used to develop the initiative. Leadership meetings and Advisory Boards gave stakeholders and community leaders a voice in the initial planning process, and collaboration continues as the foundation of *Live Well San Diego* today. Both the *Living Safely* agenda, adopted in 2012, and its predecessor, *Building Better Health*, share goals that unite all County staff and residents in support of a healthy, safe and thriving region. Through four shared strategies, the *Live Well San Diego* initiative is advanced—1) enhance efforts to improve the delivery of services throughout the region; 2) support positive choices so that residents and communities can take action; 3) create environments and adopt policies that make it easier for everyone to live well; 4) and improve the culture within the County so that the workforce sees the importance of its role.

**INSPIRING CHANGE FROM WITHIN**

Change starts from within. County government is engaging the entire workforce and supporting all staff to be champions of *Live Well San Diego* in all activities. Executives, department heads, managers, supervisors and front-line staff as well as employee resource groups all play integral roles in the *Live Well San Diego* initiative. A new degree of “functional threading,” or coordination within and across County groups and departments, supports the idea of a “County of One” that advances the *Live Well San Diego* vision.

To successfully realize this shared vision, the County workforce has to be supported with tools and information to serve the public. County employees are expected to explore how they contribute to the vision of *Live Well San Diego* and to align their actions with this vision. County employees, through the **Department of Human Resources (DHR) Employee Wellness Program**, are encouraged to live well through incentive programs, health campaigns, workplace safety trainings and free fitness classes. Employee Resource Groups have also embraced *Live Well San Diego* this year by sponsoring activities to promote healthy living among County employees, their families and communities. The San Diego County Latino Association (SDCLA) and the County of San Diego Filipino-American Employees Association (CSDFEA) co-sponsored a major Live It Up! community wellness event in October 2013 at the Vista Branch Library. This past summer, Chairman Greg Cox joined SDCLA members and their families on a hike through Sweetwater Regional Park and SDCLA hosted their second annual bowling scholarship fundraiser. CSDFEA offers fitness activities, such as Line Dancercise, Zumba, Bootcamp and hiking, on a monthly basis to its members and County employees.

Employees have also been learning about trauma - both its impact on themselves and the residents they serve. Through this training, County employees are better able to recognize and respond to those affected by trauma. Moreover, County employees received training through the **Advanced Post-Disaster Recovery Initiative**. Staff are trained to support their community after a catastrophic event to accelerate recovery. This includes training employees so they can quickly set up and effectively manage Local Assistance Centers, where community resources are organized to respond to residents’ immediate needs during an emergency.
Engaging the Workforce to Live Well

The Department of Human Resources (DHR) has centered its workforce training and development efforts around the Live Well San Diego initiative. A robust Employee Wellness Program uses incentives and other innovative approaches to engage employees in no-cost opportunities to improve their health, safety and well-being. Also, the Department of General Services (DGS) helps to ensure County facilities are safe. Highlights include:

- Awarded over 2,000 Wellness Incentive stipends of $100 to employees who completed a biometric assessment; a total of 2,708 employees participated in the biometric screenings that were performed on-site, which is more than 20% of the workforce and an increase of 300 percent compared to the previous year.

- Rolled out the Stairwell Campaign pilot with great success at both the County Operations Center and County Administration Center; more than 700 employees participated in the campaign in which employees were encouraged to take the stairs rather than elevator, resulting in a combined total of 4.1 million steps.

- Supported the 2013 Love Your Heart Campaign, with 2,016 members of the public including County employees receiving free blood pressure screenings, an increase of 50 percent compared to the previous year.

- Launched three fitness classes (Yoga, Zumba, and Boot Camp) at 8 locations; County employees participated in 270 sessions, for a total of 4,832 hours of physical exercise.

- Held Wellness Expos, bringing healthy snack demonstrations, local farmers, fitness center vendors and other healthy and fun activities to 1,726 County employees at 8 locations.

- Provided 40 Workplace Safety computer learning modules that were taken by all employees, covering topics such as proper ergonomics and safe driving.

- Conducted on-site reviews to improve safety and reduce injuries at several detention facilities, in conjunction with the Sheriff’s Department; altogether, nearly 700 maintenance actions to prevent or eliminate unsafe conditions were taken by the DGS as a result of safety assessments conducted at County facilities.

To effectively educate, train and mentor staff in support of Live Well San Diego, staff and resources must be managed in innovative ways. The County has a longstanding commitment to improving management through public-private partnerships and continuous improvement of business processes. County staff are trained to use new technologies to help develop the budget, measure performance and track financial and staff resources. The Operational Plan is the County's financial plan for two fiscal years, which details operational objectives and projects the resources that will be used to finance these activities. The County uses the Operational Plan as its major tool to ensure organizational success and sustainability. The County’s reputation for strong management is attributed in part to these systems and tools.

CONTINUOUS ATTENTION TO THE NEEDS OF RESIDENTS

Only when County staff take ownership of the Live Well San Diego vision can they truly share this vision with residents served. Live Well San Diego, with its foundation in collaboration, demands that County staff not only listen to the needs of residents but also engage with them and work to build meaningful relationships. To build these relationships, the County needs to have a presence in the community. Live Well San Diego Regional Leadership Teams, comprised of community members, partner organizations and County staff, help to foster these relationships within each of the HHSA regions. These teams are making things happen on the ground level as the community profiles in this report reflect. The Community Revitalization Program also allows all sectors of the community to meet with staff from County departments and public agencies to identify and address issues that impact the quality of life and economic vitality of a community. Crime Prevention Specialists, deployed by the Sheriff’s Department, conduct community outreach in safety and crime prevention, supporting the work of officers in the patrol stations.
A Record of Excellence in Management and Operations

The County of San Diego received 24 Achievement Awards from the National Association of Counties (NACo), and two Challenge and two Merit Awards from the California State Association of Counties (CSAC). The San Diego County Taxpayers Association also recognized the County with its highest honor as the winner of the 2013 Grand Golden Watchdog Award for the Sheriff’s Department Multi-Discipline Graffiti Abatement Program.

The County’s Parks and Recreation Department was recognized for its environmental stewardship by the premier industry association for parks and recreational professionals and was the only public agency to receive this award. The Parks and Recreation Department has also been recognized by the State for its effective volunteer program, helping to save an estimated $2 million.

The County Library received the 2012 Library of the Year award from the Gale and Library Journal magazine, an educational publishing company. The County Communications Office was honored with three regional Emmy awards from the National Academy of Television Arts & Sciences’ Pacific Southwest region for video pieces.

Edgemoor, a skilled nursing facility for residents with complex medical needs, was awarded the 2013 Not for Profit Program of the Year Award from the American Health Care Association/National Center for Assisted Living. Their award-winning Sierra Stroll program engages residents in social and physical activities such as dancing and playing cards that enhance peer-to-peer interaction and decrease aggression and other negative behaviors.

The County’s strong financial management was recognized with the Certificate of Achievement for Excellence in Financial Reporting for FY 2011-12, from the Government Financial Officers Association, and the Achievement in Procurement award for the 12th consecutive year.

To improve service delivery, a new County Department of Planning and Development Services opened its doors to the public this year. It merges the functions and staff of several departments in order to streamline the land use permitting process for businesses. A “quick business counter” was created to cut wait lines for people who have simple transactions, such as getting minor residential electrical work approved. County libraries, which serve as a primary gathering place for community members, are being enhanced to reflect the diverse needs of the communities they serve. At Lincoln Acres Library, the entire structure was built to LEED Silver (Leadership in Energy and Environmental Design) standards for sustainability, which includes solar panels, motion sensor lighting and meeting high standards for energy efficiency.

To increase the flow of information to the public, the County has unveiled ten mobile applications. These help residents prepare for disasters, search for books or DVDs at County libraries, check public assistance benefits or office locations and find out where to recycle bottles, cans and used motor oil. The County News Center, hosted on the County’s main website, provides a wide array of recent news and videos about County services and has been recognized for its informative, conversational and engaging style that reflects an understanding of social media. In addition, the County also supports a number of websites to meet the specific needs of residents. In fact, a new web site is being launched that is dedicated to the Live Well San Diego initiative, LiveWellSD.org, which provides resources and tools for living well.
TRACKING PROGRESS TOWARD MEASURABLE RESULTS

The stories in this report showcase the many ways that County staff and residents have taken action as champions of the *Live Well San Diego* initiative. These narratives are powerful examples of community collaboration. The cumulative effect of these types of activities over time will help bring this vision to life. Every step along the way to this vision, data and measurement are critical. They guide good decision-making and organizational improvements.

The County is improving infrastructure to support the expanded use of data to improve County performance. Examples include:

- The new **Knowledge Integration Program** (KIP) will enable the collection of data about services used by clients and client outcomes that, in turn, will help to inform and forecast which services are needed.
- Geographic information systems (GIS) technology helps to identify needs and program impact by geographic area to more efficiently direct services and resources.
- "Information-led policing" allows for analysis of patterns of crime incidents and the use of evidence-based practices to inform policing.

To ensure continuous improvement, the County monitors performance regularly within all the County groups. This allows for the identification of deficiencies and corrective action as needed. A great example of this comes from public assistance eligibility programs. Analysts are designing and deploying dashboards so managers and staff can identify problem areas in their processes and make adjustments. In this way, data is used to streamline public assistance programs so customers can apply and receive aid quickly. As County government continues to transform, real time data will be more readily available to inform and improve ongoing workforce operations.

The *Live Well San Diego* Top 10 Indicators and framework are a new way for the County to put data to work at the highest level by measuring results. The framework described in the next section allows for the tracking of the collective impact of County and community partner activities and programs that support the *Live Well San Diego* vision.
Section Four
Results and Next Steps

Introducing the *Live Well San Diego* Indicators

The *Live Well San Diego* Indicators are part of a framework that can be summarized as “10 - 5 - 1”: top ten (10) Indicators that span five (5) Areas of Influence (Health, Knowledge, Standard of Living, Community, and Social) that will track progress toward one (1) vision of a healthy, safe and thriving county.

Why are indicators necessary? *Live Well San Diego* is a shared vision and using a shared measurement system allows all partners to focus collective efforts and track collective progress.

There are many different factors that influence whether or not someone is living well. In fact, where you live has the biggest influence on your overall health. The *Live Well San Diego* Indicators measure progress in helping all County residents to be healthy, safe and thriving. Community leaders participated in the selection of the *Live Well San Diego* Top 10 Indicators that fit into five Areas of Influence, which best capture San Diego County’s progress towards living well.

The *Live Well San Diego* Top 10 Indicators were identified because they are easy to understand and because data are available to compare progress in San Diego County to other communities, the state and the nation. They were also selected because they capture well-being across the life span of an individual—from children to older adults. After all, everyone should live well not just today, but throughout their lifetime.

These Top 10 Indicators are part of a larger framework connecting a wide array of programs and activities to measurable improvements in the lives of residents. Behind every Indicator, a host of measures will be identified and monitored to capture “stories” about what everyone is doing individually and collectively to improve the well-being of the community. This framework will enable County government to work with its partners to identify what can be done to together, to have the greatest impact. See Figure 4 for the Areas of Influence and Indicators.
Figure 4

TOP 10 INDICATORS OF SUCCESS

AREAS OF INFLUENCE

**HEALTH**
Enjoying good health and expecting to live a full life

**KNOWLEDGE**
Learning throughout the lifespan

**STANDARD OF LIVING**
Having enough resources for a quality life

**COMMUNITY**
Living in a clean and safe neighborhood

**SOCIAL**
Helping each other to live well

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**LIFE EXPECTANCY**
Measure of length of life expected at birth and describes the overall health status of a population.

**QUALITY OF LIFE**
Percent of population that is sufficiently healthy to be able to live independently.

**EDUCATION**
Percent of the population with a High School diploma or equivalent. Education has a positive influence on a variety of economic, social and psychological factors which impact the health and well-being of a population.

**UNEMPLOYMENT RATE**
Percent of the total labor force ages 16 and over that is unemployed and actively seeking employment. Unemployment has a strong negative influence on the financial health and overall well-being of the population. Unemployment is also linked to an increased risk of poor health outcomes, including higher mortality rates.

**INCOME**
Percent of the population spending less than 1/3 of their household income on housing. Sufficient income to cover basic living costs has a positive influence on the overall financial health and well-being of the community.

**SECURITY**
Measured as the rate of property and violent crimes per 100,000 people. Crime can have a significant impact on the well-being of the population and contributes to premature death and disability, poor mental health and lost productivity.

**PHYSICAL ENVIRONMENT**
Percent of days that air quality is rated as unhealthy. The quality of the community’s physical environment greatly impacts the health and well-being of the population.

**BUILT ENVIRONMENT**
Percent of the population living within a half mile of a park. Access to parks can influence choices to engage in physical activity and community involvement which has been shown to have positive impacts on well-being.

**VULNERABLE POPULATIONS**
Percent of the population who have experienced food insecurity. The inability to afford enough food on a regular basis, including access to healthier foods essential for good nutrition, impacts the health and well-being of the population.

**COMMUNITY INVOLVEMENT**
Percent of residents who volunteer. Volunteering can benefit the physical and mental health of the population, as well as creating a more interconnected community.
Collective Actions for Measurable Impact

The groundbreaking and innovative programs and initiatives highlighted below showcase collective actions that in time will result in measurable progress. These are only a few of many programs, activities and interventions that will be connected to this larger framework for tracking long-term progress. It will take the efforts of partners across multiple sectors to produce measurable results. In time, this collective effort will result in positive change that will be captured by the Live Well San Diego Top 10 Indicators—focusing efforts on evidence based or promising approaches, having a common agenda, working together, advocating for what works and each organization contributing by doing what they do best.

Chula Vista Elementary School District BMI Project

What is the Chula Vista Elementary School District BMI Project?

Chula Vista Elementary School District (CVESD) has taken a collaborative, multi-faced approach to addressing the problem of childhood obesity. CVESD revamped and enhanced its school wellness policies and practices through more nutritious school lunches and increased physical activity. For example, chocolate milk was removed from the menu and “nonfood” birthday celebrations are held in which unhealthy treats are replaced with games and activities. The effort reached beyond the school grounds to parents and the community through cooking classes, healthy food budgeting and family fun.

This effort is particularly noteworthy because a deliberate effort was made to monitor and track progress by measuring the Body Mass Index (BMI), which is calculated using a student’s weight and height. In 2010, the district measured the BMI of more than 24,000 students, kindergarten through sixth grade, and found that almost 40 percent of students were at an unhealthy weight, either overweight or obese according to CDC guidelines.

In order to assess the impact of changes to its wellness policies and practices, the district measured BMI again in 2012. Among the close to 25,000 students, results showed a 3.2 percent decrease in students considered “obese or overweight.” Over the course of two years, 800 more students within the population fell within the normal, healthy weight range. These gains are illustrated in Figure 5.

Who partnered to make this happen?

Many partners have been involved in childhood obesity reduction efforts throughout South Region. This project to measure BMI was undertaken by the CVESD with support from HHSA. CVESD in turn is working with all 44 schools in the district to encourage adoption of their best practices and policies to reduce obesity among students and to measure the impact of their efforts. In fact, a BMI Toolkit has been designed to assist school districts and other organizations undertaking similar efforts.

How does this initiative help people live well?

Research shows that nutrition and exercise impact life expectancy, as described by 3-4-50 (see Figure 3 on page 35). Obese children are at greater risk of developing cardiovascular disease, pre-diabetes, bone and joint problems and sleep apnea that can lead to social and psychological problems. Children who became obese at age 2 are more likely to be obese as adults and therefore at greater risk for adult health problems. Childhood obesity has a direct impact on Health, one of Live Well San Diego’s measured Areas of Influence.

Research also shows that good health contributes to success in school and that regular physical activity is associated with higher levels of academic performance. Chronic diseases such as diabetes and obesity lead to more absenteeism and lower school performance, according to the CDC. Adolescents with poor health are less likely to graduate from high school on time or attend college or post-secondary education. In these ways, childhood obesity also impacts Knowledge, another Live Well San Diego measured Area of Influence.

As CVESD continues to partner and to share its best practice with other school districts, they are expanding the potential to improve health and knowledge outcomes for children across the county.
Ready San Diego

What is the ReadySanDiego initiative?

Even though San Diego is known for its beautiful weather and outdoor opportunities, the region faces risks associated with its border location, military presence and dry weather conditions that increase potential for wildfires. In response to these challenges, the County launched ReadySanDiego to encourage residents to be prepared before, during and after a disaster occurs.

Elements of this effort include outreach at local schools, called “OES for Kids,” where employees and community partners spend time with 4th graders to provide information on disaster preparedness and how to care for pets during a disaster. Also, disaster planning templates and training were provided to nearly 5,000 childcare providers, and numerous communities have adopted San Diego County’s childcare planning template as a result of OES and HHSA coordinating with the First 5 Commission of San Diego, which provided funding.

Source: Chula Vista Elementary School District, 2010 and 2012; Compiled by: County of San Diego, Health and Human Services Agency, Public Health Services, Community Health Statistics Unit.
Another element is the OES Business Alliance, a public-private partnership of more than 300 businesses designed to provide local businesses with the tools to prepare for and mitigate the impact of natural disasters and allow them to re-open more quickly in the aftermath. The smartphone application called “SD Emergency,” launched in September 2012, has had more than 30,000 downloads for iOS and Android. Residents can learn about local disaster preparedness, create a disaster plan, build an emergency supplies kit. If a disaster does strike, they can stay informed with emergency updates, interactive emergency maps, and shelter locations. “SD Emergency” has won numerous international, national and state awards including the International Association of Emergency Managers’ Global and USA Technology & Innovation Award, National Association of Counties’ Achievement Award, Center for Digital Government’s Best of California—Best Mobile/Wireless Project Award, and Special Recognition from the California Emergency Services Association (see Figure 6).

Who partnered to make this happen?

This is a collaborative effort involving County government working with the business community, schools, faith-based organizations and families to promote disaster awareness and preparedness for manmade and natural disasters.

How does this initiative help people live well?

ReadySanDiego strengthens the safety and resilience of San Diego communities, including the most vulnerable populations, by providing tools and information to empower residents to take action for their own safety. Helping residents take steps before an emergency strikes, and keeping residents informed during an emergency, helps maintain social order within communities, reducing the incidence of crime and minimizing injuries and potential death. According to the CDC, being prepared by having a three-day supply of food, water and medication and a written household evacuation plan can improve a population’s ability to cope with service disruption, decreasing the number of persons who might otherwise overwhelm emergency services and health care systems.

Studies by the American Red Cross show that more Americans are using mobile applications during emergencies and these users are most likely to seek and share accurate information during an emergency. By accessing information on the County’s mobile application, informed residents will assist first responders by taking timely action to protect themselves and their families during times of disaster.

The County Office of Emergency Services (OES) recognizes that emergencies can be particularly challenging for individuals with special needs. OES is working to assist vulnerable populations—low-income; elderly; children; individuals with physical, emotional, and cognitive disabilities; and linguistically and culturally isolated residents—in preparing for disasters. This work is coordinated through the regional Access and Functional Needs Workgroup.

These features of ReadySanDiego contribute to two Live Well San Diego measurable Areas of Influence, Community and Social.

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These features of ReadySanDiego contribute to two Live Well San Diego measurable Areas of Influence, Community and Social.

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Figure 6

Disaster Planning Templates & Training
Provided to 5,000 Childcare Providers

Business Alliance Public-Private Partnership Tool and Tips
Provided to 300+ Businesses

“SD Emergency” App for iOS and Android
More than 30,000 downloads
Next Steps

Entering the fourth year of the Live Well San Diego initiative, the County’s next steps are to continue working with communities to advance both health and safety and to start documenting progress toward key results. The launch of the Thriving plan in 2014 is expected to broaden these efforts and enrich the benefits of an integrated and coordinated approach. County staff will continue to reach out to partners in all sectors, and the launch of the new website, LiveWellSD.org, makes tools, resources and best practices readily available to individuals, families and organizations.

The County will continue to recognize organizations for their leadership and best practices to help residents live well, and with special attention paid to tracking how these collective efforts are moving the Live Well San Diego Top 10 Indicators. The commitment to change from within will continue to be enhanced through health and safety resources, monthly events, trainings and campaigns that motivate employees to live well together. As Figure 7 indicates, one vision guides three components that are framed by four strategies. Results are captured in five (5) Areas of Influence and measured by changes within the Top Ten (10) Live Well San Diego Indicators. Taken together, all of these elements support and advance the County’s shared vision for healthy, safe and thriving communities.

Figure 7

Moving forward with the Building Better Health component of Live Well San Diego, the County is implementing the Affordable Care Act, including setting up call centers to assist residents with healthcare enrollment. In this dynamic healthcare environment, the County is committed to innovative, data-driven solutions to healthcare delivery. The Knowledge Integration Program and San Diego Health Connect are two examples. To bring additional partners into this collective effort, the County is targeting outreach in each service sector. Schools will receive best practice tools that are based on Chula Vista Elementary School District’s efforts to help improve children’s health through various activities. Businesses will learn about heart health through expansion of the successful “Love Your Heart” campaign. Cities and other governments will be encouraged to focus on school safety efforts through Safe Routes programs, which have shown to be effective approaches for creating healthy, safe environments. Community- and faith-based organizations will receive training and resources to host Resident Leadership Academies, which train residents to learn and practice bringing about positive community change.

The County will also complete the short-term objectives laid out in the Living Safely component. Existing partnerships will be leveraged to expand the impact in the community by reducing unintentional injuries and increasing disaster preparedness across the region. Continued work with residents will help to promote Safe Routes programs, neighborhood clean ups and prevention
of accidents at home for families. Criminal justice stakeholders are working collaboratively and innovatively to arrest and prosecute criminals while providing rehabilitative services. To break the cycle of crime, as envisioned in the Living Safely component, the County will continue to work closely with at-risk youth. By providing youth with the resources and opportunities to avoid criminal activity, the County will avoid future criminal justice costs for taxpayers and make San Diego communities among the safest in the nation.

The final component of Live Well San Diego is Thriving, which is in the initial stages of development. Stakeholders from a number of partner agencies and departments have been encouraged to discuss what thriving means for the region and how partnerships between the public and private sectors can advance these efforts. Over the next several months, continued collaboration will support the development of priorities and strategies to promote programs that will help the region further the goals of Live Well San Diego. The Thriving component of Live Well San Diego will be presented to the Board of Supervisors in 2014 and will be included in future Live Well San Diego annual reports.

Even with initial positive results as described in this report, Live Well San Diego is still in its infancy as a large-scale, population-based wellness initiative. There is much to learn and many schools, cities, governments, businesses, community groups and faith-based organizations to partner with. Strong communication about mutually beneficial activities between partners, the efficient use of resources and the Live Well San Diego Indicators as measures of success have all laid a strong foundation for continued progress. However, for Live Well San Diego to truly succeed in the long-term, individuals, families, communities, partners and the County must continue to work together to encourage positive choices and create an environment that inspires everyone to achieve the vision of a healthy, safe and thriving San Diego County.